

FAM Constituency Building Project
FAM as Constituency Building Organization
A Quantitative Perspective

An Analysis for Food Aid Management
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Introduction

In the second phase of the FAM History/Constituency Building study, I collected quantitative data to corroborate qualitative results presented in previous reports on the Title II environment, FAM's history and FAM's current activities. The goal of this phase was to use scales developed in organizational research to quantify concepts in the Title II PVO community that have been difficult to quantify. The specific tasks for this phase were to determine if the food aid environment is unstable or volatile, to learn how collectivist the FAM participants are, and to assess how those measures might be related to FAM's collaborative activities. Representatives' evaluations of FAM's current collaborative and information exchange activities were also collected.

This report presents the results of the data collection and analysis tasks. First, I explain my sampling methods and provide a 'composite' of the actual respondents. I follow with a brief explanation of the scales of Individualism and Collectivism (I/C) that provide some quantitative assessment of the collaborative environment among FAM member organizations. Next I summarize the results of the coalition-building evaluation of FAM, building on the explanation of I/C. The discussion of Perceived Environmental Uncertainty (PEU) explains how the scale measures not only overall uncertainty but helps to pinpoint what categorical areas contribute most to the uncertainty measures. The final substantive section explains the results of the social network interaction questions. The conclusion of the paper is a set of possible next steps, based on applied research on building collaborative capacity in organizations and my own experience over the past year with FAM.

Sample

Individuals were chosen to be contacted according to the following protocol: An extensive review of all (paper and electronic) meeting minutes from the time period covering FAM's current ISA grant (FY99-FY03) was conducted. Minutes from all Steering Committee, Working Group, Workshop, and Brown Bag activities were included. Any individual whose name was reported as a participant was placed on a master list, along with the organization that he or she belonged to. This list represented the universe of individuals associated with FAM activities, and who would therefore be most knowledgeable. Since FAM's collaborative activities are directed primarily at the member PVOs, government officials, consultants, and individuals who were not employed by FAM member organizations were not included in the contact list.

The total number of individuals listed was 87. The number of FAM member participants was 79. I attempted a census of the entire population, though I did not achieve a 100% response rate. 40 questionnaires were returned, comprising a little more than 50% of the total universe. PVO staff turnover was a primary factor associated with low response rate. 20% of PVO employees in the sample underwent some type of change during the year of this project. 11.5% moved from one PVO to another or into a government position within the food aid environment. Many of these individuals were contacted but few returned questionnaires, likely the result of new job responsibilities taking precedence. 9.2% of individuals moved out of the food aid

environment and were unreachable. If those who have ‘migrated’ out of the food aid environment are eliminated from the census list, then the response rate is closer to 78%.

Respondent Profile

The typical respondent for this survey, based on aggregated characteristics from the 40 respondents, is a female with graduate-level education who has been employed at a food aid PVO for an average of 5.7 years. These individuals rate their participation with FAM at (modal) 4 on a scale of 1 to 5, implying that their participation is high and therefore that their responses are well informed and valid. Average age was also computed, but many individuals felt that age was not a relevant profile characteristic, and so it is not reported here. The 1977 Quality of Employment survey reports that the generalized PVO employee is also female, with graduate education, whose tenure is somewhere in the range of 5 to 10 years (Mirvis and Hackett 1983; Quinn and Staines 2000). The correspondence between the sample and the survey assessment suggests that the demographic make-up of the PVO community is relatively stable over time and that the FAM respondents are representative of the nonprofit community as a whole.

Individualism/Collectivism

FAM’s activities are based entirely on collaborative activity and information exchange. Therefore, FAM relies almost completely on those individuals who participate in those activities for successful completion of tasks set in annual operating plans. It follows that those individuals who participate in FAM activities would score high on a collectivity scale. Social research in anthropology and in organizational science have shown that cultures vary along a number of individualist/collectivist vectors, as do different employment sectors and careers within those sectors. (See Earley and Gibson 1998; Grimm et al 1999; Hui 1988; Kim et al 1994; Lois 1999; Triandis 1989, 1993, 1995; Triandis et al 1993; Triandis and Singelis 1998; Wagner 1995) The result is that a very individualist man or woman may be employed in a collectivist career, and may evince collectivist ideals at work while holding very individualist personal views. Because it is rather abstract, this concept is difficult to quantify. Organizational researchers have been working for years to refine scale instruments to reflect the complexity and diversity of the concept (Earley 1994, Earley and Gibson 1998, Hui 1988, Wagner and Moch 1986, Wagner 1995).

The most widely known scales of individualism and collectivism are scales developed by Wagner (1995) and Earley (1994). Wagner’s scale deals primarily with collaboration in the workplace, while Earley’s scale seeks to measure an individual’s overall ideological tendency toward collective action. These scales have some items in common, and so were presented to respondents in one standard, randomized questionnaire. After data collection, the individual scales were reconstructed based on individual responses. The average response to the Earley Scale, standardized to a 100 point scale, was 53.12, just above average. This signifies that respondents fell into the middle of the continuum of individuality or collectivism with respect to their personal ideologies, which wouldn’t be unusual for individuals living in the culturally diverse United States. More to the point, those findings are not unusual for a group of individuals from varying cultures now living in the United States, as is the case with the FAM respondents. The diverse cultural backgrounds extant in the United States lead to variation in personal ideological commitment to collective action, as shown by Triandis (1995). Determining whether respondents were US native or not could help to determine how true this is for the FAM population, but is outside the scope of this research.

The average standardized response to the Wagner scale, which focuses on work activities, was 70.85, significantly higher. This implies that individuals within this particular PVO community consider collective action to be worth pursuing on the job. The contrast between

workplace and ideological collectivism scores suggests that personality will ultimately play a large part in the success of collective activities. If collective activities are considered worthwhile in the workplace but individuals' ideological commitments to collective activity vary widely, then the particular individual involved in the collective activity will make the difference.

One means to support collective activity in an environment that is friendly to collaboration but in which it may not receive total individual commitment is to formalize the collaboration within work plans. When collective action is formalized, there are means to monitor and evaluate that collaboration, well-defined avenues for collaboration, and defined roles for each player in the collective. Until collaboration becomes systematic and institutionalized, this is the most successful means of ensuring cooperation, given the high rate of turnover in the PVO community and the variability of personal commitment to collaboration. Table 1 presents the FAM member organizations' ranks on the two collectivism scales. First-ranked organizations were the most collectivist, and organizations with the same rank were tied for that particular position. Because the organizational data are aggregated from individuals responses, it should be noted that the number of respondents per organization makes a significant impact on the organizational scores and therefore on the ranks presented. The Wagner scale measures workplace commitment to collectivism; the Earley scale measures personal commitment to ideological collectivism.

FAM org	Rank
TNS	1
CARE	2
OICI	3
FHI	4
ADRA	5
WV	6
AFRICARE	7
ACDI	8
CNTPT	8
ARC	10
SHARE	10
CRS	12
SAVE	13

Wagner Scale Results

FAM org	Rank
ACDI	1
FHI	1
CARE	3
TNS	3
ADRA	5
CNTPT	5
SAVE	5
ARC	8
OICI	9
CRS	10
WV	11
AFRICARE	12
SHARE	12

Earley Scale Results

Collaboration

FAM member organization representatives were asked to evaluate FAM's activities with respect to how successful they were in encouraging constituency building, either through cooperative action or through information sharing and exchange. Each of FAM's various activities were presented and respondents were asked to rate them using a scale of 1 to 5, with 5 being the most successful. The results are presented in the table below. Overall, none of FAM's activities earned a modal response below the midpoint score of 3. The information exchange activities, including the web site and its associated content and links earned top modal responses of 5. The FSRC and associated information requests also earned high modal responses, as did Food Forum, some of the working groups and a few of the list serves. Rankings are also presented in tables below, based on average responses, resulting in small differences between modal rating and the rank shown.

Activity	Rating (modal)	Rank (mean)
Web site content	5	1
Web site in general	5	2
Web site links	5	3
Information request	5	4
FSRC in general	4	5
MnE working group	4	6
MNTZ working group	4	7
FAM list serve	4	8
Food Forum	4	9
ENVT list serve	4	10
MnE list serve	4	11
List serves in general	3	12
Working groups	3	13
ENVT working group	4	14
Steering Committee	3	15
LCB list serve	4	16
MNTZ list serve	3	16
NUT list serve	3	18
LCB working group	3	19
COMM list serve	3	20

Table 2: Collaborative Activity Ratings and Ranks

The three major sets of interactions are those of the working groups, the list serves and the FSRC. Among the working groups, the monitoring and evaluation working group is considered the most successful in encouraging and utilizing collaborative activity, followed by the monetization, environment and local capacity building working groups in that order. Of the list serves, the most successful in terms of encouraging information exchange is the all FAM list serve, followed by the environment list serve, monitoring and evaluation, local capacity building, monetization, nutrition and commodity management, in that order. Web site content is considered the best means of information exchange of the FSRC activities, followed by web site links, information requests and finally Food Forum.

Perceived Environmental Uncertainty

One of the leading results from the qualitative phase of this research is evidence of a general feeling of instability and volatility in the Title II food aid environment (Hackett 2001). Unfortunately, it's difficult to have PVO experts define exactly which parameters within the environment are volatile or unstable, even though research has shown that in a large number of situations organizational environments have certain characteristics that are 'drivers' of organizational change. (See Boyd et al 1993, Dill 1958, Downey et al 1975, Duncan 1972, Emery and Trist 1965, Lorenzi et al 1981, Miles and Snow 1978, Milliken 1987 and Williams 2000.) To gain some understanding of which factors might be driving individuals' perceptions of the Title II environment, I asked respondents to reply to a "perceived environmental uncertainty" scale modified from Miles and Snow's previously developed scale (1978).

The scale Miles and Snow developed, which remains one of the best overall scales to measure this concept (Boyd et al 1993, Buchko 1994, Downey et al 1975, Williams 2000), was primarily for manufacturing firms, and so had to be adjusted for organizations in the Title II food aid environment. The modifications were based on experts' responses to questions asked in the qualitative phase of the research. The new scale measures uncertainty across six primary subject

areas: commodities, other PVOs, food aid recipients, funding, government policy, and the respondent's own PVO.

The average value of the response for the entire scale, adjusted to a 100 point standard, was 49.9, implying that when asked specific questions about the environment, there was only moderate perceived uncertainty. However, if we break the scale into its six sub-scales, we see some differences emerging. PVO representatives believe that availability of funding is unstable (significantly different from the median value), followed by the government's actions, commodity-related activities, other PVOs, food aid recipients and their own PVOs on a continuum of increasing stability. This is not an unusual result, considering that many PVO activities are entirely related to the availability of funds. And because the government is the primary donor, uncertainty related to governmental activity, policy and regulations are also not unusual. The remaining sub scales lie on the 'more stable' side of the midpoint, suggesting that even though most of the overall responses hover around the midpoint mark, these sub-scale categories are perceived as more stable.

Interactions

The final portion of the quantitative phase of research was focused on collecting data on organizational network interactions within the bounds of FAM activities. This was to gain an understanding of the underlying structure of the FAM constituency before developing relevant next steps to strengthen FAM's constituency building activities. Applied researchers often use exploratory 'social network' approaches in this capacity (Hasenfeld and Gidron 1993, Kwait et al 2001, Litwak and Hylton 1962, Pennings 1981). Each respondent was presented with a ten questions, and then asked to mark which organizations their particular organization interacted with. Because an individual respondent acts as a representative of his or her organization, and because individual respondents are not always completely aware of all interactions, individual responses were aggregated into organizational responses. If any organizational representative noted an organizational interaction, then it was retained in the dichotomous organization by organization matrix. To compensate for variable organizational response rates, the data was symmetrized, meaning that the mention of organization A by organization B signifies a tie from A to B *and* from B to A. These data conventions are usual in network analysis, where data is often sparse (Marsden 1990). These data transformations were completed for all ten of the raw interaction matrices.

After the data were entered and transformed, the matrices were used in social network analyses, particularly centrality and core/periphery analyses (Marsden 1990). Centrality measures, specifically closeness, provide a researcher with insight into how tightly the organizations are linked to the other organizations within the network. This measure indicates how other organizations perceive the particular set of social interactions. In a sense, the most central organizations are those that are considered most important, powerful, effective, knowledgeable, or involved in a specified set of activities. These organizations are considered those that get the work done, and because individuals' perceptions, when aggregated, adequately reflect reality, these are the organizations that will be pointed out as most involved in the collaborative activities described below.

Core/periphery analysis uses the original matrices, rearranging the rows and columns while maintaining the internal structure, to determine the areas of most relationship density. The organizations with the most relationship density are the core organizations. The areas of lower relationship density are the peripheral organizations. Core organizations are usually those that are older, more active, have more experience, are more conservative, and generally house the majority of institutional memory within a network. Periphery organizations are smaller, younger,

more likely to be innovative, and generally originate new ideas, procedures and policies within a network. For more theoretical discussion of social network methods and application, see Bonacich 1987, Burt 1976, Freeman 1978/1979, Freeman et al 1979/1980, Mizruchi and Potts 1998, Scott 1991 and Wasserman and Faust 1994.

Core and periphery decisions are based on a suggested and somewhat arbitrary cutoff, and should not be interpreted as strict divisions between groups. Rather, a continuum exists along which the organizations are distributed. There is no value judgement in any of these measures. They are based on perceptions and serve only as indicators of relative position within a network at *one point in time*. These networks are changing constantly and can be significantly affected by directed activity. These analyses are also sensitive to individual responses, and are only as strong as the quality and quantity of responses returned. However, these network measures *do* provide an indication of which organizations are likely to be the active experts in a particular area of interaction, and can serve as indicators of where an organization might like to target or concentrate improvements. For example, if an organization in the periphery of a network would like to become more active or more expert within an area, then it might enter a mentoring agreement with a core organization or choose to take a leadership role with that realm of interaction.

Determining the organizational characteristics that are most likely to predict an organization's location in the core or periphery is the focus of organizational demographers. These social researchers have worked to determine what the most important organizational characteristics are for comparing organizations and predicting organizational success within a wide variety of organizational situations. (See Alexander et al 1995, Carroll and Harrison 1998, O'Reilly et al 1989, Perrow 1967, Pfeffer 1983, Wagner et al 1984, Zenger and Lawrence 1989.) Making comparisons between individual organizations, and determining exactly which characteristics are determinants of relative involvement in FAM activities is slightly beyond the scope of this research, though generalized suggestions and observations are made for the seven types of interactions presented below.

In this particular case, periphery organizations are often unable to participate as frequently in FAM activities because of newness to Title II (a measure of PVO age), size of HQ staff, number of Title II projects, amount of government funding, or amount of funds dedicated to Title II activities. This does not mean that they do not contribute to FAM activities at all. Many organizations whose age, size or distance from FAM headquarters makes interaction difficult take advantage of FAM list serves, the web site, online bibliographic resources and Food Forum as easier means to interact, share information and collaborate with their peers. In the ranking tables below, the organizations whose names are bold are those identified by analyses as core for that particular question. Diagrams of the ten networks are presented in an appendix attached to this paper.

A. FAM General Activities

With regard to FAM activities in general, one notices that there is a very large core of organizations, including the five original members as well as a number of smaller, younger organizations (see Table 3 and Figure 1). The periphery organizations are more likely to be the youngest with respect to Title II programming or the smallest with respect to HQ staff, based on backwards stepwise multiple regression analysis. Interestingly, FHI emerges as a highly central organization, likely because of their role as head of the Steering Committee, their leadership roles in the working groups, their Information Services capabilities and the related mentoring relationship with FAM, their hosting of FAM's web site, and their high responsiveness to FAM-related concerns. Overall, the network is only 7.14% centralized, which means that the

organizational ties are relatively dispersed across the network, rather than being localized in one or two highly central organizations. (This is good; it implies more open interactions between organizations.)

B. Steering Committee Activities

Steering committee activities, which were once confined to the five original members of FAM, have become more open to other member organizations. This was the primary goal of the by-laws and the new rotating committee membership scheme. Here, the core includes the five original FAM organizations, together with the first two chairs of the new Steering Committee (FHI and Africare). Three of the periphery organizations have not served on the Steering Committee yet. Backwards stepwise regression analysis suggests that the youngest Title II organizations with the fewest Title II programs fall into the periphery. Over time, as more organizations come to take leadership positions within the Committee, this core group will likely grow to encompass all member organizations, creating a more united FAM constituency. The overall centralization of the network here is 16.14%, which implies a bit more centralization than was in the FAM general network. This is likely due to the work that the Steering Committee does, and the fact that a number of FAM organizations have not had the opportunity to serve on the SC, meaning that the organizational ties are less dispersed and more focused on a few organizations. (See Table 4 and Figure 2.)

FAM org	Closeness	Rank
CRS	100.000	1
CARE	100.000	1
WV	100.000	1
ADRA	88.235	4
FHI	88.235	4
SAVE	83.333	6
CNTPT	78.947	7
ARC	75.000	8
ACDI	75.000	8
AFRICARE	75.000	8
OICI	71.429	11
MC	65.217	12
TNS	65.217	12
PCI	62.500	14
SHARE	57.692	15
IRD	55.556	16

Table 3: FAM Interactions

FAM org	closeness	Rank
CARE	100	1
CRS	100	1
WV	93.75	3
ADRA	75	4
AFRICARE	71.429	5
FHI	68.182	6
SAVE	68.182	6
TNS	65.217	8
OICI	62.5	9
PCI	62.5	9
CNTPT	60	11
MC	60	11
ACDI	57.692	13
ARC	55.556	14
IRD	55.556	14
SHARE	53.571	16

Table 4: Steering Committee Interactions

C. Monitoring and Evaluation Working Group

The results of the centrality analysis for the Monitoring and Evaluation Working Group (in Table 5, below and Figure 3) suggest that the leaders of the group, and those organizations with the deepest institutionalized expertise, are once again among the largest and oldest of the organizations, save FHI (multiple regression supports this finding). FHI's position may be ensured as the result of strong leadership in the working group early on. The organizations that appear in the core of the group are those that have the longest Title II history and have been most involved in collaboration and development of the various toolkits. One reason that FHI may appear in the core here is that an FHI employee was instrumental in developing one of the toolkits for the group, though acting in a consultant capacity. CARE emerges as one of the most central organizations, likely because of CARE's continued leadership role in these activities, and because

of CARE's demonstrated expertise in monitoring and evaluation topics. The overall centralization for this network is 22.59%. This high level implies that there are a few organizations that took strong leadership roles and that the network ties themselves run through those organizations.

D. Monetization Working Group

With respect to the Monetization Working Group, the organizations that emerge as core are the larger organizations that are most deeply involved with monetization matters. They are likely to have been most involved with developing FAM's monetization manual and/or to have created monetization resources of their own. The smaller organizations, or those that monetize less are in the periphery, as before. Backwards stepwise regressions suggest that Title II age, size of HQ staff, number of Title II programs and percentage of government funding are the significant predictors of core or periphery determination. Here, too, we see that the organizations that have taken leadership positions within the working group (Africare, CRS, and ADRA) are in the core. The centralization score for the monetization working group is 12.54%. This implies that there is a more equitable dispersion of inter-organizational ties and that there are more interactions among all organizations, rather than just a few organizations. (See Table 6 and Figure 4.)

FAM org	Closeness	Rank
CARE	100	1
CRS	100	1
FHI	78.947	3
ADRA	75	4
WV	75	4
ACDI	68.182	6
ARC	68.182	6
AFRICARE	65.217	8
SAVE	62.5	9
CNTPT	60	10
TNS	60	10
OICI	55.556	12
PCI	55.556	12
IRD	53.571	13
MC	53.571	13
SHARE	53.571	13

Table 5:M and E Interactions

FAM org	Closeness	Rank
CARE	100	1
CRS	100	1
WV	100	1
AFRICARE	88.235	4
ADRA	75	5
ACDI	65.217	6
FHI	62.5	7
OICI	62.5	7
SAVE	62.5	7
TNS	62.5	7
MC	60	11
ARC	57.692	12
CNTPT	57.692	12
IRD	57.692	12
PCI	55.556	15
SHARE	55.556	15

Table 6: Monetization Interactions

E. Local Capacity Building Working Group

The Local Capacity Building Working Group has a very small core, composed primarily of organizations who have taken leadership roles in the group (CRS, ADRA, Counterpart) and others who are involved most in capacity building in their programmatic activities. This information is shown in Table 7, below, and in Figure 5. There are a number of reasons that this group may be small. Limited initial funding may have discouraged organizations from working within this group to develop capacity building resources. Limited interest on the part of many organizations may also have led to lower participation, and limited expertise in capacity building may lead to lower drive to participate or take leadership roles. There is not a generally accepted definition of capacity building, whose boundaries are broad and relatively vague, which leads to uncertainty about who the experts are, what the important and relevant tasks are, and who should take the initiative. It may also be that since the donor has limited interest in local capacity building, and because Title II PVOs are often tied to donor policy, participation and interest are

lower for this particular group. Multiple regressions show that PVO age (both total and Title II) along with amount of funds dedicated to Title II activities predict involvement in this group. The overall centralization of the local capacity building network is 31.8%, largely because there are a few organizations that carry out the majority of the work and maintain the large majority of the organizational ties.

FAM org	Closeness	Rank
CARE	100	1
CRS	100	1
ADRA	68.182	3
ACDI	62.5	4
CNTPT	60	5
SAVE	60	5
AFRICARE	57.692	7
ARC	57.692	7
FHI	57.692	7
MC	55.556	10
WV	55.556	10
IRD	53.571	12
OICI	53.571	12
PCI	53.571	12
TNS	53.571	12
SHARE	53.571	12

Table 7: LCB Interactions

FAM org	Closeness	Rank
CARE	100	1
CRS	100	1
WV	75	3
ADRA	71.429	4
AFRICARE	65.217	5
ACDI	62.5	6
FHI	60	7
SAVE	60	7
CNTPT	57.692	9
OICI	57.692	9
MC	55.556	11
PCI	55.556	11
TNS	55.556	11
SHARE	55.556	11
ARC	53.571	15
IRD	53.571	15

Table 8: EWG Interactions

F. Environmental Working Group

Though the Environmental Working group has not been officially recognized by AID as a FAM working group, the membership has noted that the group's collaborative activities and the information exchange encouraged by the list serve are important and successful. The group is largely responsible for developing environmental compliance guidelines for Title II cooperating sponsors and for establishing the training associated with those guidelines. Interestingly, this group enjoys continued AID participation in its activities, despite its lack of official recognition. As shown in Table 8 (and Figure 6), the core group is once again very small, and this is likely due to lack of funding for this working group as well. Those organizations that do lie in the core are those with significant interests in environmental issues or those that have taken leadership roles in the organization. Multiple regressions suggest that just as in the LCB working group, age and amount of funds dedicated to Title II activities predict working group participation. Overall centralization is 25.97%, once again due to the leadership positions taken by a few organizations and the concentration of interactions among those organizations.

G. Advice, Formal and Informal Ties, Non-Title II Ties

Outside the bounds of formal FAM groups, many organizations contact each other for advice on Title II issues, whether related to policy, procedure, reporting, compliance or any number of related issues. Some of those organizations have formal or informal collaborative agreements with each other, and many of them with diverse activity portfolios interact with each other in the nonprofit world but outside of Title II activities. Taken together, the next four tables present a snapshot of the environment of interactions between Title II PVOs. In effect, these tables reveal the core constituency of Title II Cooperating Sponsors.

Table 9 and Figure 7 show that nine of the sixteen FAM organizations appear in the core with respect to Title II advice interactions. Centrality in this network is predicted by Title II age,

percent of total budget is made up of government funds, and the amount of funds dedicated to Title II activities, based on multiple regressions. The overall centralization is 21.42%, implying that even though there is a large core, the network still displays areas of concentrated organizational ties (i.e., there are some organizations that are more often contacted for advice than others.). The first conclusion that can be drawn is that the core organizations are the most knowledgeable and experienced with these issues. However, this is the not most important conclusion. The large core also implies that there is a significant and growing community of Title II organizations likely to develop common opinions, perspectives and procedures. The large core group also indicates that in the past twelve years, Title II PVOs have come to interact not just through formal channels, but also through informal channels. This is not to say that interaction, information exchange, cooperation and collaboration did not exist before, or that currently they are perfect. However, interactions seem to be improving and increasing over time. If that is the case, then FAM and other PVO groups are achieving their goal of encouraging collaboration through formal means, and exceeding their goal by encouraging collaboration through informal channels.

In this case, rank signifies a continuum of institutionalized experience and experts within particular organizations as well as likelihood of availability to offer assistance. IRD does not appear in the table because it was disconnected from the network, and thus had little to no interaction with other organizations on Title II issues. This is likely to change as IRD begins Title II programming in coming years.

FAM org	Closeness	Rank
CARE	100	1
ACDI	82.353	2
AFRICARE	82.353	2
CRS	82.353	2
ADRA	77.778	5
WV	77.778	5
ARC	73.684	7
FHI	73.684	7
SAVE	73.684	7
CNTPT	63.636	10
MC	60.87	11
TNS	60.87	11
OICI	58.333	13
PCI	53.846	14
SHARE	53.846	14

Table 9: Advice Network Interactions

FAM org	Closeness	Rank
ADRA	81.25	1
CARE	81.25	1
CRS	81.25	1
AFRICARE	76.471	4
WV	76.471	4
FHI	72.222	6
SAVE	68.421	7
TNS	68.421	7
ACDI	65	9
MC	59.091	10
OICI	54.167	11
ARC	46.429	12
PCI	46.429	12
SHARE	46.429	12

Table 10: Formal Interactions

Table 10 and Figure 8 show that with respect to formal interactions, there is a core similar in size to the informal advice network core. *All* organizations listed in the table have formal agreements of some type or another, but those in the core are perceived as more deeply involved in formal Title II interactions. Multiple regression reveals that number of Title II projects is the most significant predictor of centrality in this network. A relatively low network centralization score (17.2%) implies that organizational interactions here are more dispersed among all organizations, rather than being concentrated among a few organizations. This analysis does not reveal which organizations are involved in which specific collaborative projects. It does, however, suggest which organizations are more likely to be more involved in formal, project-

related interactive agreements. There are several monetization consortia that are likely to have provided the underlying structure for this set of measures. IRD and Counterpart do not appear in this list of rankings, because these organizations have only just established Title II development programs, and so are unlikely to have formal collaborative agreements with other FAM organizations.

FAM org	Closeness	Rank
CARE	100	1
CRS	100	1
WV	88.235	3
ACDI	83.333	4
ARC	83.333	4
ADRA	78.947	6
FHI	78.947	6
OICI	78.947	6
AFRICARE	75	9
SAVE	75	9
TNS	68.182	11
CNTPT	62.5	12
MC	62.5	12
PCI	62.5	12
SHARE	60	15
IRD	55.556	16

Table 11: Informal Title II Interactions

FAM org	Closeness	Rank
AFRICARE	100	1
CARE	100	1
CRS	100	1
ACDI	83.333	4
FHI	83.333	4
ADRA	71.429	6
WV	68.182	7
SAVE	65.217	8
TNS	65.217	8
MC	62.5	10
CNTPT	60	11
PCI	60	11
ARC	57.692	13
IRD	57.692	13
OICI	57.692	13
SHARE	57.692	13

Table 12: Non-Title II Interaction

The ten-member core that emerges from information about informal interactions, presented in Table 11 and Figure 9, mirrors the nine-member core shown for Title II advice. Here, age and years of Title II experience predict centrality. This question was included as a means to check the validity of the data collected and as a means to estimate the size and coherence of the Title II community. Ten of the sixteen FAM members emerge in the core, supporting the conclusions presented above regarding the growth of a stronger constituency over time. The overall centralization of this network is only 8.74%, implying that organizational interactions are dispersed and relatively homogeneous across the network, not as concentrated among a central core as the working group interactions are. Table 12 and Figure 10 present the results of analyses regarding interactions outside of the general Title II arena. Here, size of HQ staff, number of Title II projects and amount of government funding predict centrality. This core group is very similar to the core group associated with Steering Committee interactions, though the centralization is lower (only 10.48%). My interpretation of this is that those organizations that take leadership positions within one area (like Title II) are likely to take leadership positions in other areas. The small variation between the core groups, particularly the positions of ACDI and SAVE are the result of the analysis protocol rather than of any real differences in the data.

	correlation	(p-value)			
Title II Advice	.625 (.000)				
Formal Ties	.448 (.003)	.607 (.000)			
Informal Ties	.651 (.000)	.596 (.000)	.445 (.002)		
Non-TII Ties	.462 (.003)	.555 (.000)	.505 (.000)	.477 (.001)	
	FAM General	Title II Advice	Formal Ties	Informal Ties	

As mentioned before, a number of the final questions were included to be cross-checks on each other. In particular, questions about FAM general activities, Title II advice, formal and informal Title II interactions and interactions outside the Title II environment should all generate organizational network diagrams that are similar to each other. When taken together, the responses to these questions provide a good picture of what the organizational relationships between FAM members are. Statistical analyses show that these matrices are all highly correlated with each other. Some low correlation values are the result of comparing networks that are not the same size. The overall FAM networks have 16 members represented, but others have only 14 or 15 members, resulting from the absence of any ties between these ‘outlier’ organizations and the remainder of the network. Table 13 presents the results of these correlations, all of which are significant at much higher than the .01 level. In lay terms this means that each of these organizational networks is very similar to the others in overall structure and in patterns of ties. The implication here is that responses are consistent and reliable.

Next Steps

The purpose of these quantitative analyses was not just to generate pages of numbers and tables to support qualitative findings. That is one end for these analyses, but the greater end is to use these findings to suggest some possible next steps to improve FAM’s activities as a constituency-building organization. Organizations with FAM’s structure and collaborative activity have been increasing in frequency recently, and organizational scientists are working to understand the reasons why these organizations are arising, how they are structured, what the defining characteristics are and how these organizations can ensure their success. (See Heydebrand 1989, Rotschild and Russell 1986, Rothschild-Whitt 1979, Srivastva and Cooperrider 1986, Waters 1993.) The comments below build on that research and fall within a previously suggested framework of behaviors reported as relevant and important to building collaborative capacity (Foster-Fishman 2001). Because FAM’s activities are interactive, and the member organizations *are* essentially FAM, a number of these next steps suggest ways that member organizations can help improve FAM’s activities as well.

Environment

The results of the Perceived Environmental Uncertainty Scale reveal that most organizational representatives feel the environment to be in-between stable and unstable. Fortunately there is not an overwhelming belief that the environment is completely unpredictable, but there is still room for improving individuals’ perceptions of the environment. A more stable environment is more likely to support information sharing, collaboration and cooperation. The area considered most unstable is availability and accessibility of funding, which is not unusual, given the realities of nonprofit development activities. However, suggesting means for individual PVOs or for FAM to work for improvements in that area is beyond the scope of this project. FAM and the member organizations have limited ability to affect government policy, process and legislation. Though, to the extent that they can, individuals are already working in this area. Commodity availability and other commodity-related concerns are best tackled by entities that already have relationships developed with the commodity and agriculture industry

representatives, such as the Kansas City Commodity Organization. The remaining areas of uncertainty are within and among PVOs. **FAM, and the member organizations that make up FAM, can improve the stability of their working environment by improving transparency, accountability, information sharing and general knowledge of each others' programs in the Title II environment and outside of it. Providing opportunities for interaction and information sharing while aiming to solve common problems of procedure and compliance is likely one of the best means for achieving that goal.**

Individualism and Collectivism

The results of the Individualism and Collectivism scales reveal that there is large variation among PVO representatives with regard to commitment to collective activity, despite generalized support from the donor and the PVO community for that collective activity. If FAM is to encourage interaction as suggested above, then FAM will have to overcome the tension between a generalized support for collective action and individual support for collaboration. Until collaboration is institutionalized and encouraged by the donor (or even linked to available development funds) there must be alternatives for encouraging interaction. The easiest means for this is to formalize the collaborative relationships between FAM member organizations and FAM. The previous ISA was based on letters of support from each of the member agencies, and this should be a cornerstone of the new funding proposal as well. **To ensure more clarity, the Steering Committee, in preparing the new FAM proposal, should develop a set of minimum requirements for participation, taking into account variation among member PVOs with regard to size, age, location, and funding levels. FAM by-laws should also be modified to reflect pertinent changes.**

These minimum requirements should outline the roles that FAM member organizations can and should assume more clearly than they have been outlined previously. A well defined set of guidelines created by the Steering Committee and agreed to by FAM member organizations in their support for change in FAM's by-laws would make participation easier. **Those guidelines, then, could be incorporated into each member organization's own ISA funding proposal.** This is not to increase the amount of work, reporting or responsibilities of the various member organizations. It is merely to formalize, systematize and build into the donor monitoring and evaluation system activities that these organizations are already completing. FAM member organizations, for the large part, already participate in FAM activities over and above their responsibilities for the ISA and for their own organizations. Tracking those activities merely brings an organization's increased participation and collaboration to the attention of the donor, who is likely interested in evidence of increased collaborative capacity when choosing among a set of well-qualified operational partners.

FAM activities

The evaluation of FAM's activities reveals that the information exchange activities are considered the most successful of the constituency-building activities. In the next years of grant funding, FAM should focus on improving collaboration among the PVOs with respect to the working groups and other interactive pursuits. FAM acts only in the role of facilitator of collaborative activities, and so **the member organizations must also commit to increasing the effectiveness of the working groups**. The previously suggested minimum requirements, which might include a minimum number of leadership positions taken would, by formalizing roles and responsibilities, encourage the organizations to participate more fully in the working groups. Additionally, working groups that had the flexibility to meet the changing needs of PVOs might encourage greater participation, and would therefore increase the success of FAM as coordinator and constituency builder. Greater flexibility would also allow the working groups to meet the more immediate policy and procedure needs of the FAM member organizations. **The Steering Committee should develop guidelines for creating greater working group flexibility to be built into the upcoming ISA or other proposals for funding**. Increased participation in the working groups and a larger reliance on electronic communication will also encourage use of the associated list serves, improving those avenues for interaction and collaboration as well. This is important, as the list serves represent an underutilized means by which PVOs that are not in the Washington area might become more involved with FAM's activities.

Interactions

Constituency-building is the primary focus of this project, and is the primary goal of FAM as an agency. The coordinating position that FAM serves is secondary to providing an environment in which a common base of knowledge is shared, common procedures can be developed and common goals can be achieved. In an environment of decreasing development funding (in dollars) it is likely that cooperation and collaboration will be encouraged and perhaps even linked to funding in the future. FAM's activities, then, provide an opportunity for PVOs to improve their own capacities for collaboration and cooperation and begin the process of institutionalizing those activities throughout their organizations. Experience in capacity building at the headquarters level will help standardize existing vague ideas about what capacity building at the management level really means and will help program design experts create better tools for measuring capacity building in the field (Bolger 2000, Laverne and Saxby 2001, Morgan 1997).

The network evaluation of FAM-related interactions reveals that a strong core of development organizations, a united constituency that can be mobilized to address common problems and arrive at solutions that are easy to comply to because they emerged from collective activity, already exists. However, there are still a number of organizations that are not as involved as others. **To further encourage constituency building, or to develop a more united constituency, peripheral organizations should be encouraged to participate more fully in FAM activities, either through leadership roles in FAM activities, or partnerships with core organizations already in leadership positions in FAM groups.**

The qualitative and quantitative phases of this research have shown that the Title II environment, though not completely stable, is stable enough to encourage cooperative and collaborative activity. Recent research suggests that coordination among PVOs does improve programming effectiveness, though PVOs could do more to achieve even greater results (Owada et al 1998). This indicates that circumstances are favorable for a push to encourage even more collective activity. Generalized support for collaboration from the PVO community, and from the donor, provide more encouragement for collaborative activities than ever before.

The large variation in individual commitment to collaboration and cooperation is a surmountable obstacle in FAM's goal of building a Title II constituency. Building on the past successes and incorporating a few adjustments to an organization's current trajectory is one of the best ways to encourage gradual growth and development in an organization (Grenier 1972). Using that framework, FAM (and thus the FAM member organizations) has the opportunity to take an even larger role in the creation of a constituency united in its dedication to improving Title II programming through collaborative means.

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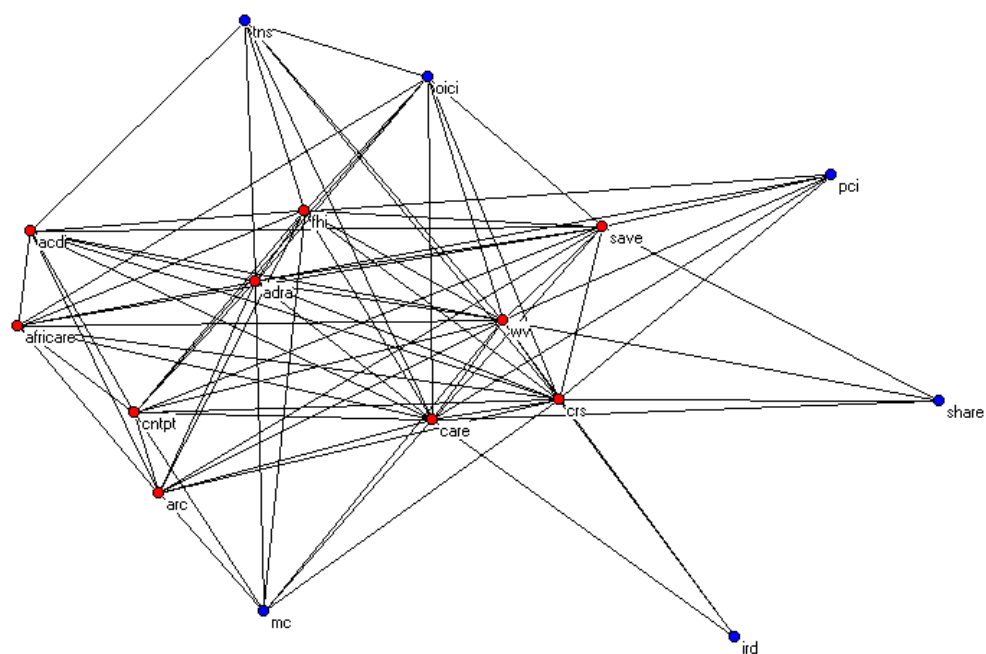


Figure One: Network Diagram of General FAM Interactions

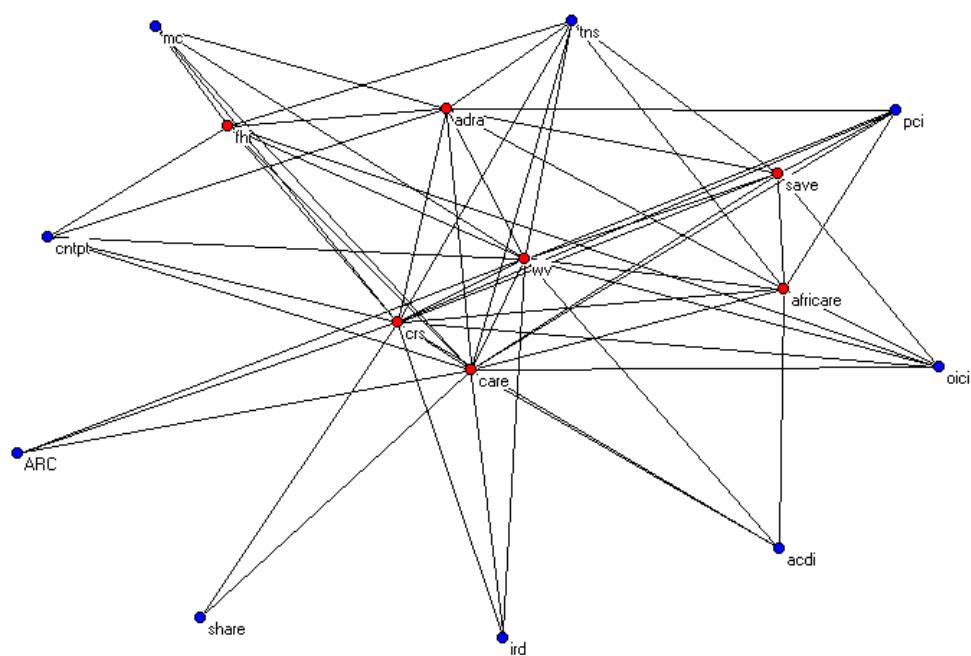


Figure Two: Network Diagram of Steering Committee Interactions

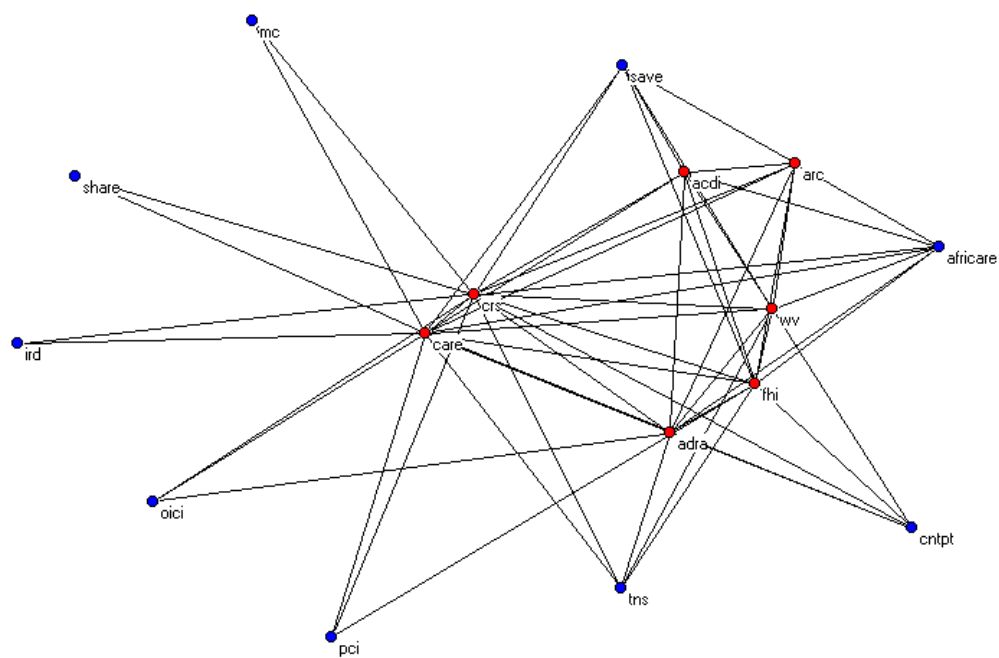


Figure Three: Network Diagram of Monitoring and Evaluation Working Group Interactions

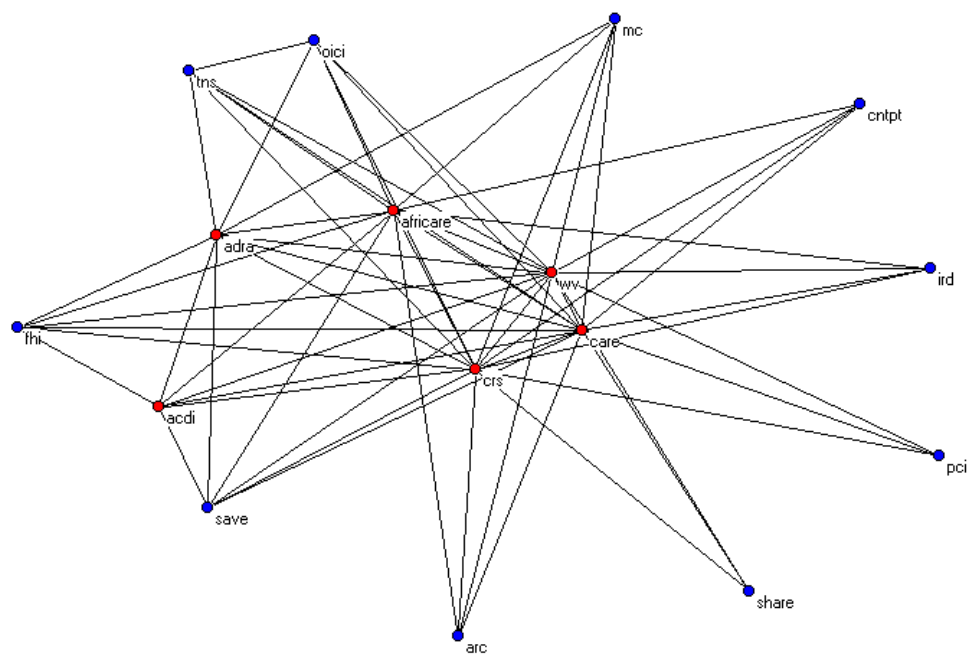


Figure Four: Network Diagram of Monetization Working Group Interactions

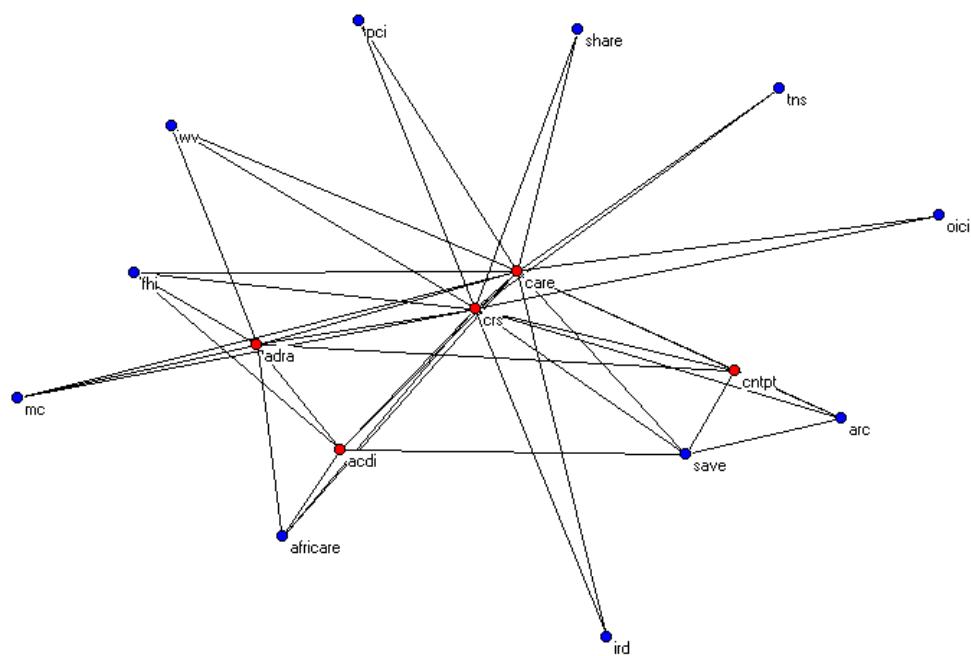


Figure Five: Network Diagram of Local Capacity Building Working Group Interactions

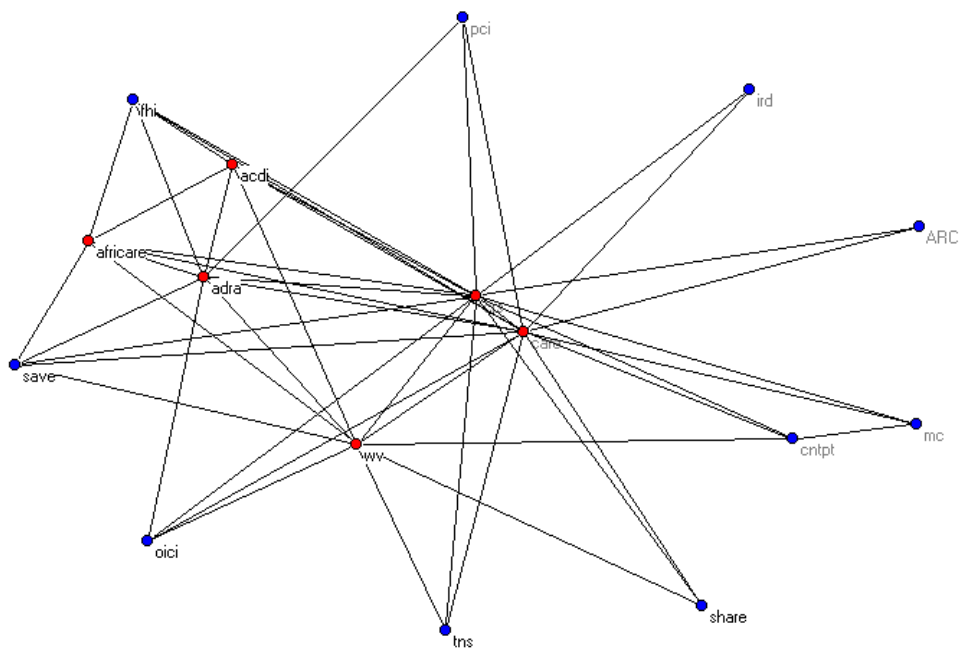


Figure Six: Network Diagram of Environmental Working Group Interactions

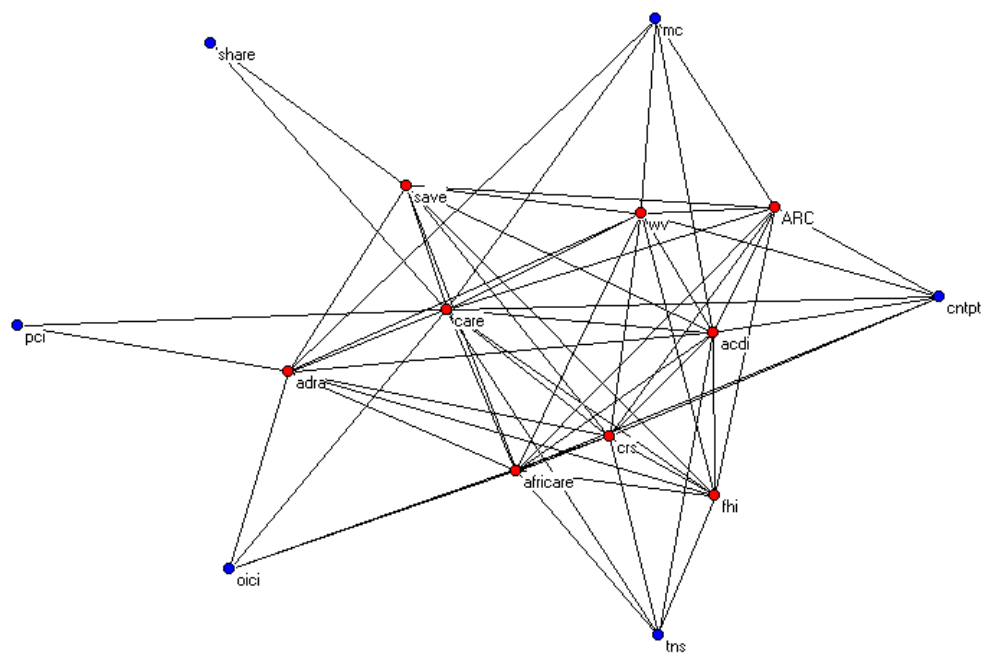


Figure Seven: Network Diagram of Title II Advice-Seeking Ties

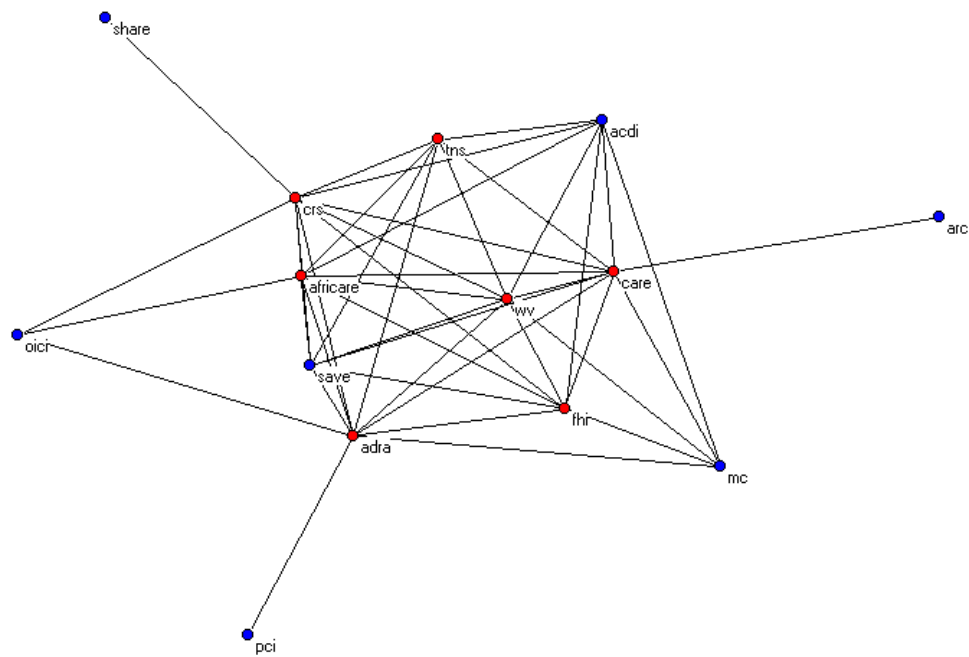


Figure Eight: Network Diagram of Formal Title II Agreement Ties

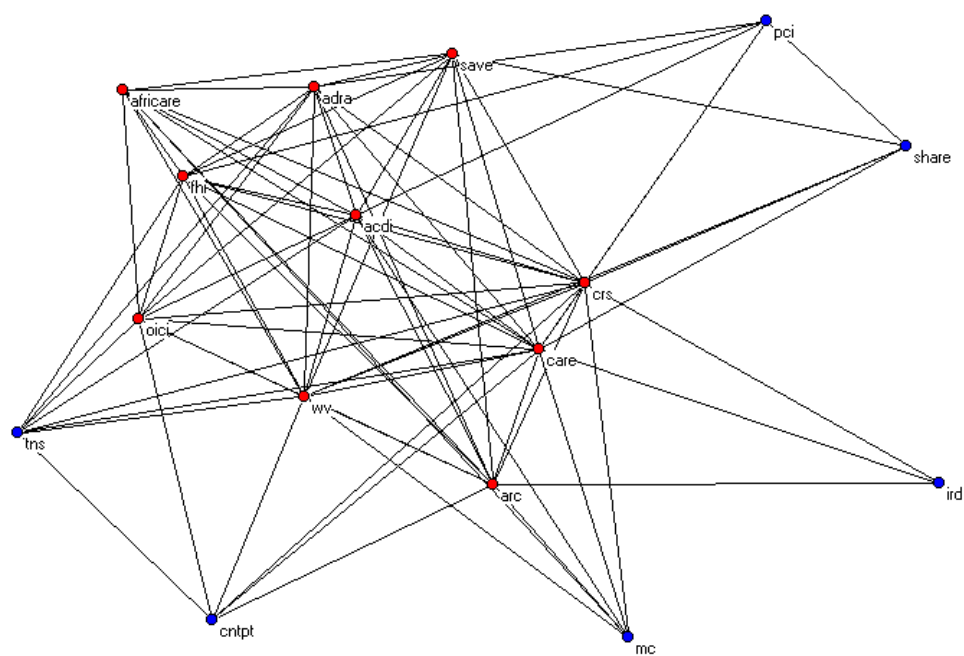


Figure Nine: Network Diagram of Informal Title II Interactions

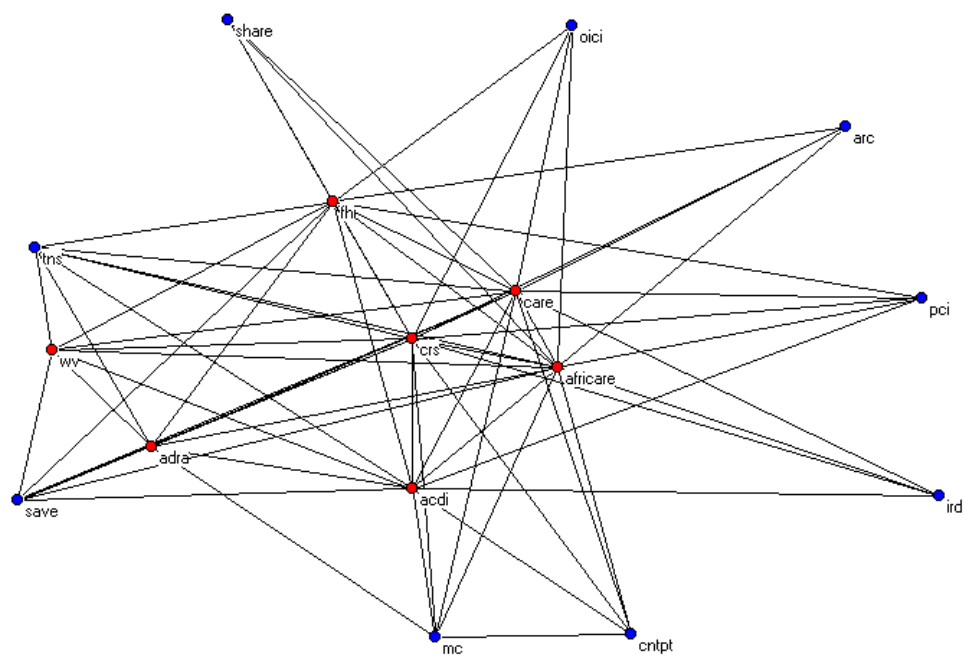


Figure Ten: Network Diagram of Non-Title II Interactions